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"San Francisco is Simply the Best Example of Urban Renewal in the Country"

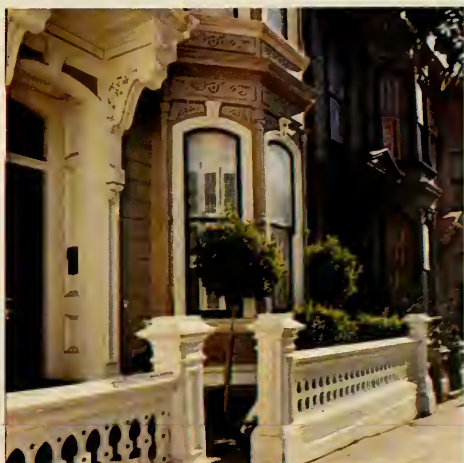
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It is, I believe, one of the best investments government can make—for the dollar contributions are more than returned to the Federal government by the payroll taxes of the construction and permanent jobs that result.

But more than that, redevelopment in San Francisco is an investment in the health and welfare of a very precious City beloved throughout the world.

So far, a lot has been done in the Western Addition, the Golden Gateway, Diamond Heights and Hunters Point.

And a great deal remains to be done, particularly in Yerba Buena Center and India Basin Industrial Park, where the business and industrial shot in the arm the City needs can be produced.

I pledge the full support of my office in getting those essential jobs done—and done with an accent on excellence.

The renewal of San Francisco in the future must be done, as in the past, with a special emphasis on preserving and enhancing the qualities that distinguish our great city.

San Francisco
San Francisco Redevelopment Agency

1976



"San Francisco is Simply the Best Example of Urban Renewal in the Country"
American Revolution Bicentennial Administration

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1976-79

Redevelopment in San Francisco means nine separate projects.

Western Addition A-1, Diamond Heights and the Chinese Cultural and Trade Center are completed or virtually completed.

Golden Gateway and Western Addition A-2 are heading home.

On the move, a redevelopment Victorian, from a treasured past to a renewed future.

Hunters Point and Yerba Buena Center are further along than most suspect.

And India Basin Industrial Park and Stockton-Sacramento are nearing the time of major construction.

Progress highlights are shown in the following pages, according to some of the goals and functions which point up the wide range of possibilities under renewal.



The last few years have been trying ones for the Redevelopment Agency and for San Francisco. Time-consuming litigation, ever increasing regulations, an adverse economy, termination of Federal programs, and sharply escalating construction costs—all have contributed to slow down and make a difficult task even tougher.

But present day frustrations and distractions should not blur our perspective. It is important to note that substantial progress is being made in virtually every redevelopment project. Each is moving steadily toward its programmed objectives.

- At the start of 1976, \$90.3 million in construction was underway.
- Hunters Points has broken free of the Federal housing moratorium and regained its momentum in the creation of a totally new community.
- The auto wreckers and meat rendering plants of Butchertown are gone, and the new India Basin Industrial Park is becoming a reality.
- No longer a few isolated housing developments, Western Addition A-2 is well on its way to becoming an attractive, integrated neighborhood.
- Although major issues remain to be resolved, substantial private investment is beginning to flow into Yerba Buena Center, and the bitter battles of the past appear to be over.
- While still providing generous public open spaces, the Golden Gateway is proceeding toward completion with new low-rise townhouses planned to take the place of high-rise towers.
- An extremely attractive low-interest rehabilitation loan program has been initiated in conjunction with local banks.
- A new and innovative program to provide below market rate loans for new residential construction is being implemented.



The Agency's efforts in the immediate future will continue to be concentrated on increasing rehabilitation production, on attracting job-producing industries, on financing new residential construction, and on assisting developers whose projects are of high quality and in keeping with the scale and character of San Francisco.

Over the longer course, attention must be paid to initiating new efforts to attract private investment and create jobs. San Francisco must not allow its energies to be sapped by present day frustrations and delays. Long-term public investments and commitments are essential to continued viability.

Plans and programs can—and must—be initiated with confidence that recognition will come that the problems of physical and fiscal decay of cities, of urban sprawl, and of destructive energy consumption have a common solution. The solution is to rebuild urban centers into environmentally attractive communities.

Arthur F. Evans
Executive Director

Preservation

A dozen grand but dilapidated old Victorian homes — all official landmarks and each 100 tons and up — were hauled through narrow streets for 10 or more blocks...

Where, on new Western Addition A-2 sites, they are restored with love and care.

Here, 773 Turk Street goes to 1735 Webster





Hundreds of other homes of historical and architectural merit are also being rehabilitated in place, giving the present a richer meaning in Western Addition A-2. This is 1519 O'Farrell.



Mary Ellen Pleasant Plaza — San Francisco's newest and smallest park — is much more important than its vest-pocket dimensions (18 by 172 feet) might indicate.

Rather, this shady stretch of six towering eucalyptus trees along Octavia Street, between Sutter and Bush, is a symbol of many things to many people:

- A symbol to the Black community and to all who have struggled in the battle for human rights and dignity for all — for Mary Ellen Pleasant, a former slave who planted the trees in 1876, was the “mother of civil rights” in California.
- A symbol to preservationists that long and sometimes lonely battles can be won — for many wanted to cut down the trees.
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And, finally, the plaza means to all San Franciscans that even small gestures can make life in large cities a little more meaningful and hospitable.



Parks and Open Space

The greening of Buchanan Street: five blocks of concrete street were ripped up and replaced by grassy knolls and play equipment in Western Addition A-2, creating a unique neighborhood "street park."





Breathing room in a cramped city. Redevelopment has added more than any other entity in recent years.



Left, from top: Palou-Jennings Park, Hunters Point; Nihonmachi Mall; Palou-Jennings, again. Above, mini-park, Hunters Point. Opposite: Justin Herman Park, a five-acre oasis of strolling, loafing open space along the busy Embarcadero in the Golden Gateway.



Agency Scoreboard

The purpose of the Agency is to make a significant contribution to the quality of San Francisco—to make the best city better.

- ☐ Nearly half of all the housing built in San Francisco in the last five years has been built in redevelopment areas.
- ☐ 66% of that housing has been for persons of low and moderate income. And 32% has been for senior citizens.
- ☐ \$15,128,000 in local property tax was collected in redevelopment areas in FY 1975. When completed, 12% of all property taxes in San Francisco will come from redevelopment areas although redevelopment accounts for only 3.6% of the land area. Prior to redevelopment 3-1/2% of property taxes came from redevelopment areas.
- ☐ Presently 10,000 people work in redevelopment areas. When completed, 64,00 permanent jobs will exist in redevelopment areas.
- ☐ Nine new parks and 10 mini-parks, comprising 55 acres, have been added to San Francisco's park system.

Redevelopment represents nearly \$2 billion



New homes in Hunters Point.

Above, All Hallows Gardens.

Opposite, top, Bayview-Hunters Point Apartments.
below, All Hallows Gardens.

Housing





Above, rehabilitated homes, Innes Ave. & right, Unity Homes, Hunters Point.
Opposite, top, Ammel Park. Bottom, Buchanan Park, Western Addition, A-2.





New Diamond Heights housing: Gold Mine Hill.



(Page opposite)
 Right, from top, Freedom West cooperative homes.
 Far right, from top, Sakura Apartments, Nihonmachi Terrace
 and Katsura Apartments in Western Addition A-2.





Top, Hinode Tower,
Nihonmachi Terrace.
Below, El Bethel Arms, senior
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Redevelopment has also provided more new major works of art for the enjoyment of San Franciscans and visitors than any other agency.



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Above, Eclipse, sculpture by Charles Perry, in atrium lobby of Hyatt Regency Hotel, Embarcadero Center.
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Commerce



New shops, Embarcadero Center



The revitalized Nihonmachi



Education





This page, the California
College of Podiatric Medicine,
Western Addition A-2.
Opposite, George Washington
Carver Elementary School,
Hunters Point, and J. Eugene
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Left, from top, Uptown Church of Christ and Christ United Presbyterian Church, in Western Addition A-2.

Below, Konkō church of San Francisco and New Liberation United Presbyterian Church, also in Western Addition A-2.



Community Facilities

Neighborhood Facilities Building and Sojourner Truth Nursery School, Hunters Point.







This page, above, Chinese Cultural and Trade Center; left, Japanese-American Citizens League National Headquarters. Opposite, Martin Luther King Nursery School and Captain William T. Shorey Nursery School, Hunters Point.



A personal word...

The redevelopment results in these pages did not happen merely by accident.

From the first idea to the final nail, a talented and dedicated staff has played the crucial and determining role.

That staff—recruited with a care for excellence and a model of racial integration—is the envy of many a San Francisco business.

Renewal work in a city's most blighted areas is not a simple task. It requires as much compassion and sensitivity as it does ability and vigor.

The Bicentennial Awards testify to the ability and vigor:

But the compassion and sensitivity—day in and day out, whether in the rehousing of families, or in the saving of landmarks, in a remarkable performance for the United Crusade, or at Christmas basket time in Hunters Point and the Western Addition—is less visible to the general public.

But they are continually there—and for that and for all of the front-line efforts in the struggle to improve a city for its people, I thank the staff very much.

Art Evans



In January 1976, the American Revolution Bicentennial Administration cited San Francisco as "the best example of renewal in the country."

The honor was bestowed as the Bicentennial Administration, in conjunction with the U.S. Department of Housing and Urban Development, made its first 1976 awards — Horizons on Display — saluting 200 American examples of community achievement.

The citation read in part:

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"Guided for many years by a redevelopment agency particularly sensitive to the special ambience of the city, the renewal effort in San Francisco can point to a number of renewal projects meriting national and international attention during our Third Century celebration."

In all, four redevelopment projects were cited for "improving the quality of life" in the city: Diamond Heights, Golden Gateway, the Japanese Cultural and Trade Center, and Hunters Point.

As commissioners of the Redevelopment Agency, we are very proud of the unique honor the American Revolution Bicentennial Administration has bestowed upon San Francisco.

Walter F. Kaplan, President, San Francisco Redevelopment Agency

San Francisco Redevelopment Agency

Top, extreme left: President, Walter F. Kaplan, management consultant.

Bottom, extreme left: Vice President, the Reverend Doctor Hannibal A. Williams, pastor, New Liberation United Presbyterian Church.

From top, left: Dian Blomquist, business administrator; Alan E. Rothenberg, vice president, Flow of Funds Management, Bank of America; Joan-Marie Shelley, teacher, Lovell High School; Howard M. Wexler, attorney, Feldman, Waldman and Kline.

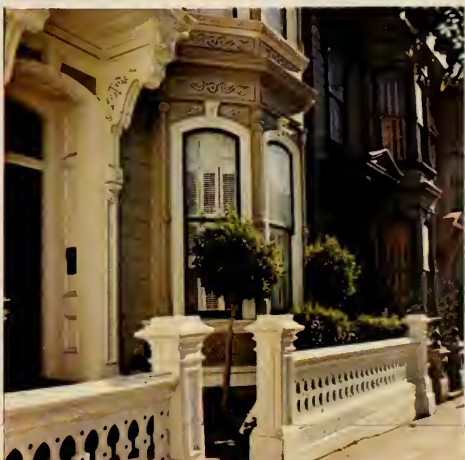


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George R. Moscone
Mayor of San Francisco

San Francisco Redevelopment 1976-1977



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A new Era for Redevelopment

Dramatic changes have recently taken place in the redevelopment program which mark the beginning of a new future, a new era for renewal in San Francisco.

The changes include:

- ☐ New and profoundly different leadership on the Agency Commission, which is activist, progressive, concerned — focusing on product, not rhetoric, with an accent on compassion and fairness as well as on excellence and efficiency.
- ☐ A growing awareness among many groups, including environmentalists and community activists, that redevelopment need not be "the enemy" but should be used sensitively and effectively to further goals we all share.

A new era necessarily brings changes in policies, in emphases, in goals.

Several have already emerged:

- ☐ An honest and dedicated effort to restore buildings and institutions wherever possible — for the future would be flat and barren, especially in San Francisco, without preserving and enhancing the richness of our past.
- ☐ A program designed, with the help of new vital tools, to keep middle class families in the City through creation of much needed middle-income family housing and stimulation of employment opportunities.
- ☐ New commercial development which is designed to be in character, in style and in harmony with the uniqueness of San Francisco and its neighborhoods while working closely with and not against the City's neighborhoods.

In current perspective it is important to note that redevelopment has seldom been busier throughout San Francisco.

Consider, if you will, that on a recent May morning in 1977 in the City —

- ☐ At the corner of Fillmore and Sutter, two dozen carpenters, plumbers, drywall men and electricians were breathing new life into four aging but once architecturally striking Victorian flats.
- ☐ Across the City, just off Third Street on Evans, another 20 workers were erecting a new \$645,000 plant for the McCormick-Morgan Company — the most recent construction start in an already bustling India Basin Industrial Park.



- ☐ A few blocks away, along Hudson Avenue, in Hunters Point, 120 cement masons, iron workers, laborers and truckers were toiling on \$5 million worth of street and sewer improvements, while nearby some 60 craftsmen were putting up 300 new homes with a construction cost of \$10 million dollars.
- ☐ On another hill, atop Diamond Heights, another crew was building 26 new homes along Topaz Way — a \$1.4 million endeavor.
- ☐ While down in Yerba Buena Center, other construction gangs were at work on a \$7 million downtown campus for the Community College at Fourth and Mission and a \$5.5 million AT&T office building at Third and Folsom.

And that's only a glimpse of the whole picture.

Much more is happening at the same time in most of these areas — much more is on the way in the Embarcadero Center, the Golden Gateway and in Yerba Buena.

The job to be done for our City is a big one with great challenges for today and tomorrow.

We look forward to the task with a real sense of purpose, and we also renew our public commitment, under the new leadership of the Agency Commission, to serve the City of San Francisco with dedication, integrity and the highest level of professionalism and sensitivity.

Wilbur W. Hamilton
Executive Director

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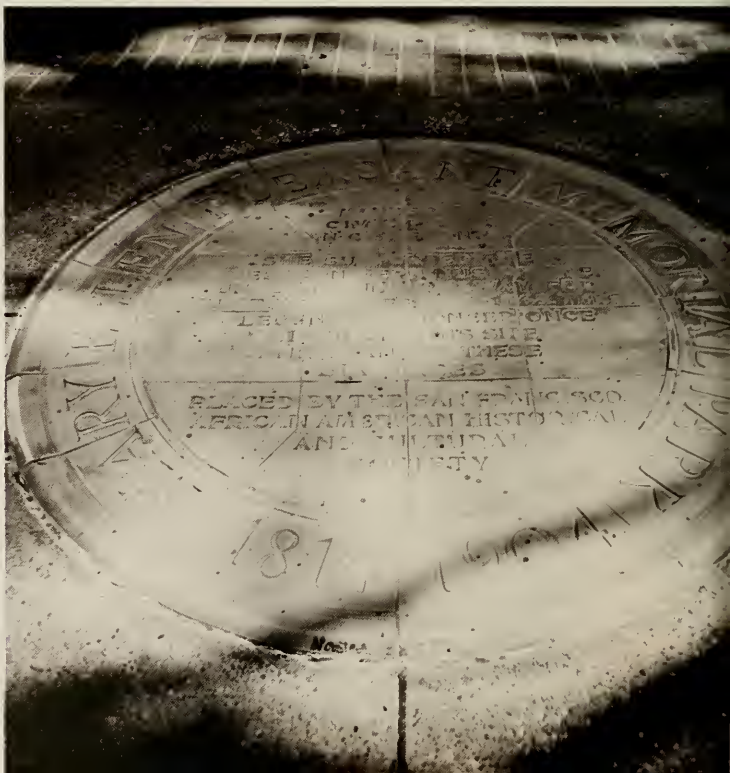


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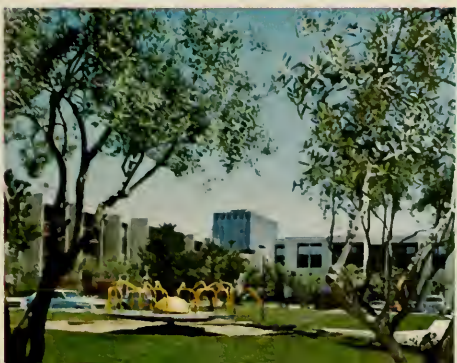




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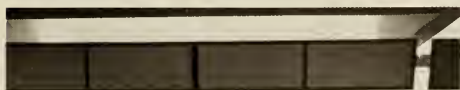
Commerce



New shops, Embarcadero Center.



The revitalized Nihonmachi.



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Clockwise, from top left.
 Modern dancers in Embarcadero Center.
 Street artists, Justin Herman Plaza.
 Visitors' rest, under torii gate, Japanese Cultural and Trade Center.
 Annual Cherry Blossom parade, Nihonmachi.



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As commissioners of the Redevelopment Agency, we are very proud of the unique honor the American Revolution Bicentennial Administration has bestowed upon San Francisco.

Walter F. Kaplan, former chairman, San Francisco Redevelopment Agency (11-15-66 to 1-4-77)

San Francisco Redevelopment Agency Commissioners

Clockwise, from top left:

President, Howard M. Wexler; attorney, Feldman, Waldman and Kline.

Vice President, Joan-Marie Shelley, teacher, Lowell High School.

Dian Blomquist, business administrator.

Walter F. Kaplan, management consultant.

Rubin Glickman, attorney.

Melvin D. Lee, president, Pacific Automatic Sprinkler Company.

The Reverend Doctor Hannibal A. Williams, pastor, New

Liberation United Presbyterian Church.

The preparation of this report was financed in part through Federal advances, loans, and grants from the Department of Housing and Urban Development under the provisions of Title I of the Housing Act of 1949 as amended

Design: Ken Ruffner

Photography:

Page 1, 3, 4 & 5 top, Jeremiah Bragstad

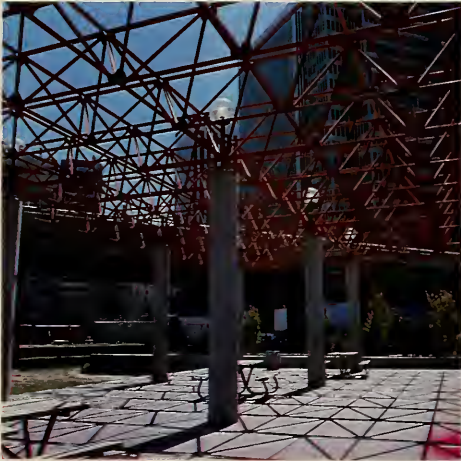
Page 17, to right, Morley Baer

Page 19, Paul Fusco

All others, Ron Hammers

Lithography: Richard Martin

San Francisco Redevelopment Agency



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1979
REDEVELOPMENT - 1979

By Wilbur W. Hamilton, Agency Executive Director

Earlier this year, Allan Temko, the distinguished architecture critic of The Chronicle, selected his 10 favorite buildings and spaces in San Francisco.

Three of them are the products of redevelopment:

The interior of the Hyatt Regency Hotel, the interior of St. Mary's Cathedral on Geary Boulevard in the Western Addition, and the internationally acclaimed St. Francis Square housing next door.

And, with a little bit of luck and a lot of hard work, in 1979, perhaps we can qualify another building or two for Allan Temko's next Valentine list.

For we are expecting a lot of building this year -- perhaps as much as \$275 million in new construction and rehabilitation.

That would mean:

- * Twenty-four new industrial plants and office buildings with nearly 2,200,000 million square feet.

- * Some 1,600 new and rehabilitated homes, both subsidized and market rate -- including the 10,000th new home built in San Francisco through redevelopment.

- * Thousands of construction and post-construction permanent jobs.

- * And millions of dollars in new property tax revenues for our city, revenue which becomes even more significant since the reductions in revenues as a result of Proposition 13.

I think the chances are good that the Agency can meet those goals.

For one thing, the U.S. Department of Housing and Urban Development (HUD) not too long ago termed San Francisco "the best example of urban renewal in the nation" -- and we intend always to try to live up to it.

Secondly, after an intensive six-month-long management audit of every aspect of



the Agency's operations, a team headed by Harvey Rose concluded:

"The San Francisco Redevelopment Agency is a well-managed, effective operation which has generally been successful in carrying out the city's policies in providing housing for low and moderate income citizens."

* * *

A few years ago, an investigation by Donald Canter, the pioneering urban affairs reporter for the Examiner turned up a startling fact, to wit:

The Redevelopment Agency is one of the few departments of government at any level that actually makes a profit!

In fact, the investment in redevelopment has been more than returned in taxes generated by the jobs produced.

Concluded the Examiner:

"Redevelopment is a basement bargain."

Nonetheless, primarily because of funding cutbacks forced by the previous national administration and never restored, the San Francisco Redevelopment Agency has lost half of its staff in the past several years.

Still, we have tried to do the job -- nine involved and complicated projects covering four per cent of the land in the city -- and do it well.

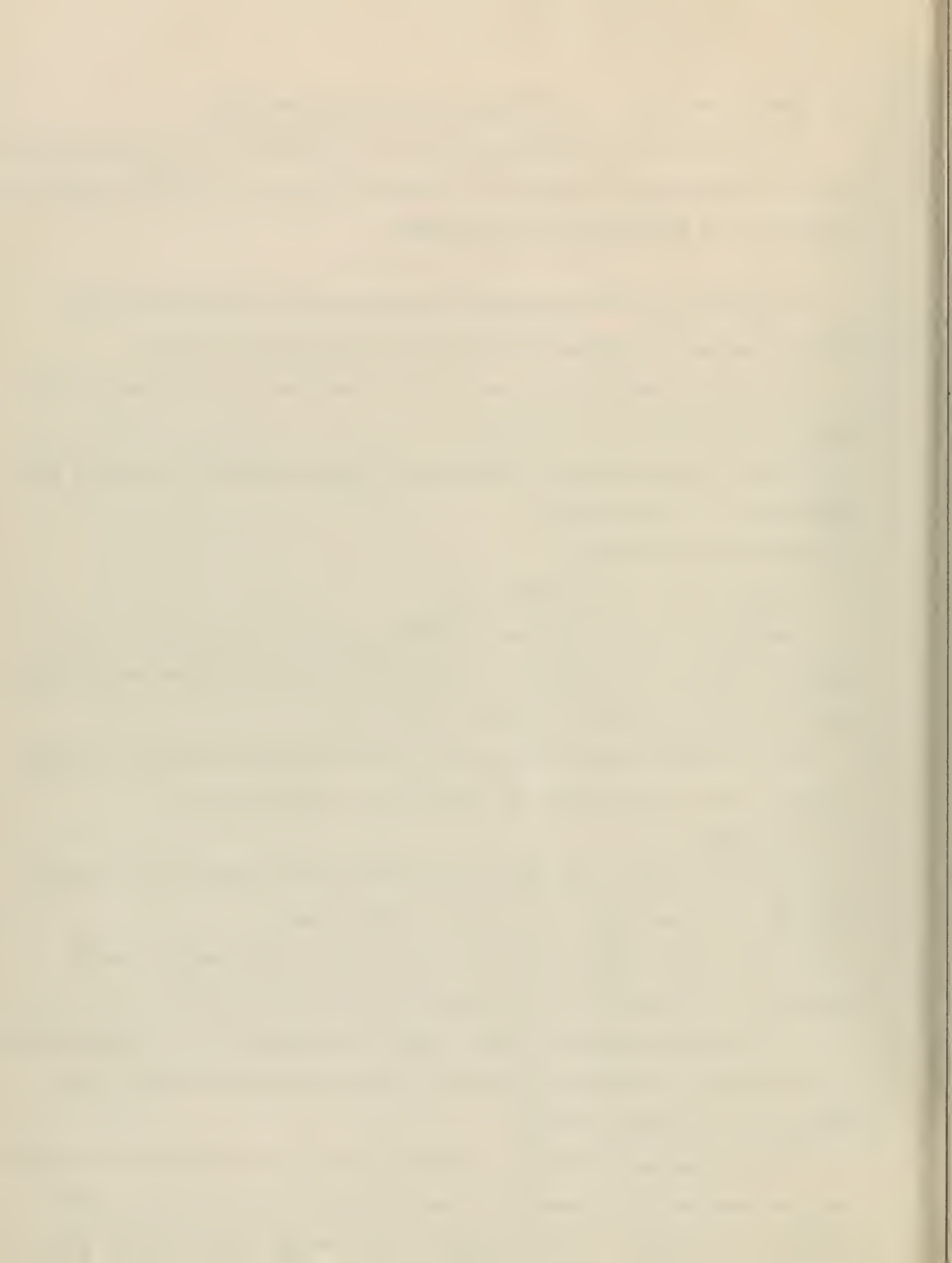
For example:

* In the Golden Gateway/Embarcadero Center, where construction is going on right now on 50 new townhouses and a fourth office tower.

* In the Western Addition and Japan Town, where we are heading home to completion of a mammoth 385-acre renewal of residential neighborhoods.

* In the New Hunters Point, where we are more than 60 per cent finished with what some have called "the best example of social planning in America" -- the creation of a new town, in town.

* In the adjacent India Basin Industrial Park, where 92 per cent of the land has been committed to developers, with approximately 10 acres remaining to be marketed and developed. Most significant of all, we hope that by the end of the



year the U.S. Postal Service will have started construction of its \$40 million, 615,000 square-foot regional mail facility which will keep and provide more than 4,000 jobs in San Francisco. And six other buildings were under construction also in 1979: A. Paladini Seafood Company, Elmco Sales, DeNarde Construction Company, Steam Specialties, Banker and Marks and Western Boiler Control -- all employment-oriented businesses.

* In Diamond Heights, where we have virtually completed another new community of 2,100 homes, shopping center, three churches, two schools, firehouse and 95 acres of playgrounds and other open space.

* In Yerba Buena Center, where we are much further along than most realize. Construction has begun, of course, on the George R. Moscone Convention Center; but we have also just seen completion of the new Community College for 10,000 students at Fourth and Mission and are nearing completion of two low income housing developments for the elderly, Woolf House and Dimas Alang House.

And those are only some of the highlights!

* * *

To sum things up without going into oppressive detail:

The job of restoring and revitalizing our city's most disadvantaged and distressed areas is an awesome one.

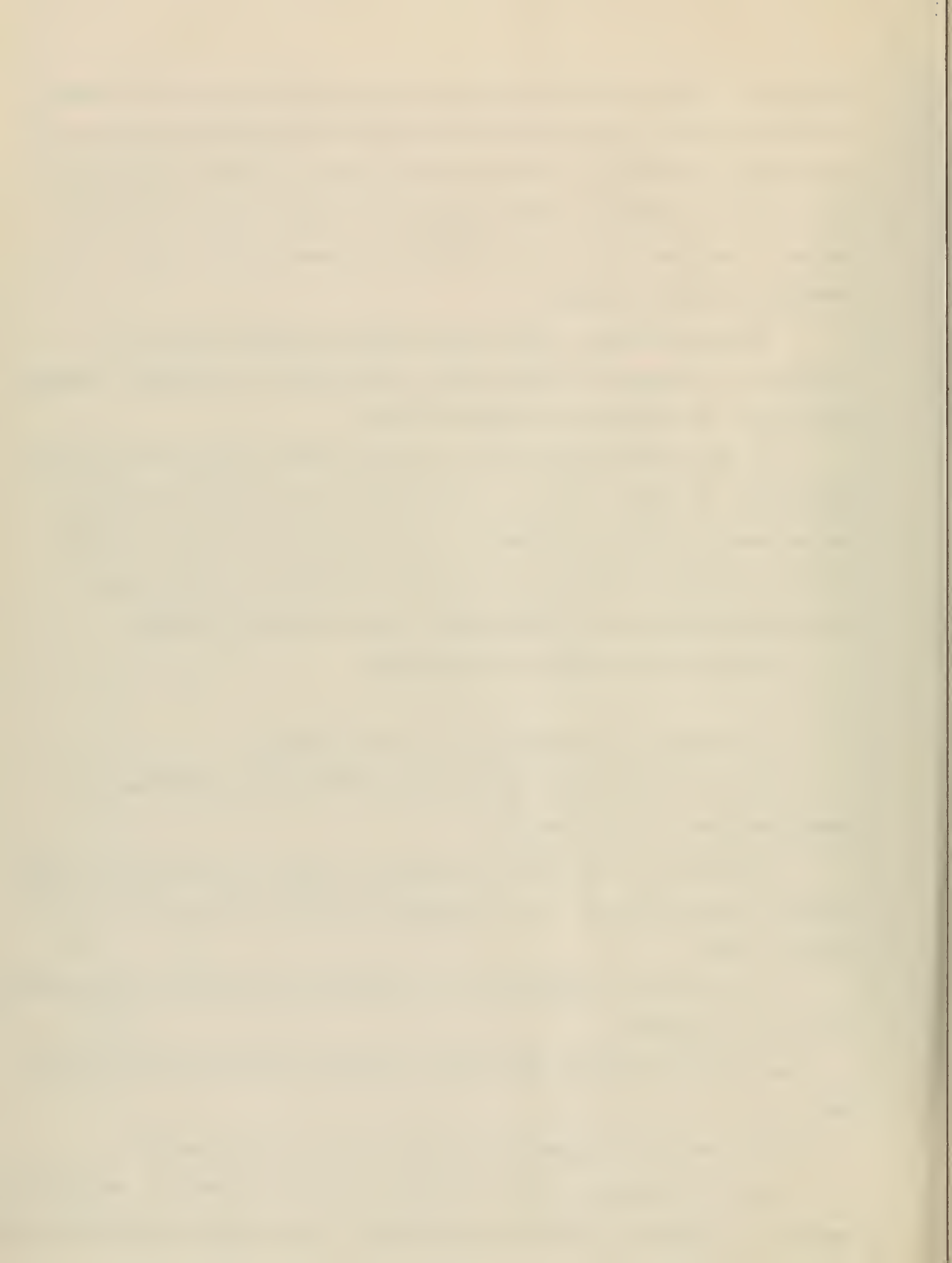
It takes time, for you can't force anyone to spend his private capital where or when he doesn't want to -- nor can anyone control the enormous fluctuation in interest rates.

It takes money -- and plenty of it -- but the city gets it all back and then some on its investment.

And it takes continuing staff effort, through the good market years and the bad.

But all of us at the Redevelopment Agency agree that it's worth it.

We are very fortunate to live in the very best city of them all. And anything we can do to enhance San Francisco even modestly, we are going to do with love and



care.

That is our pledge in 1979 -- and in all the years to come.

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